

LONG-RANGE INTERPRETIVE PLAN

EISENHOWER NATIONAL HISTORIC SITE

**GETTYSBURG, PENNSYLVANIA
2000**



LONG-RANGE INTERPRETIVE PLAN

Eisenhower National Historic Site

March 2000

prepared by

**Department of the Interior
National Park Service**

Eisenhower National Historic Site

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Interpretive Planning**

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INTRODUCTION

In 1954, Dwight Eisenhower wrote his childhood friend Swede Hazlett on the subject of greatness. Ike thought greatness depended either on achieving pre-eminence in "some broad field of human thought or endeavor," or on assuming "some position of great responsibility" and then so discharging the duties "as to have left a marked and favorable imprint upon the future."

The qualities of a great man, he said, were "vision, integrity, courage, understanding, the power of articulation, and profundity of character." To that list I'd add two others: decisiveness (the ability to take command, decide and act) and luck.

The qualities of goodness in a man, I believe, include a broad sympathy for the human condition, that is, an awareness of human weakness and shortcomings and a willingness to be forgiving of them, a sense of responsibility toward others, a genuine modesty combined with a justified self-confidence, a sense of humor, and most of all a love of life and of people.

Eisenhower was one of the outstanding leaders of the Western world of this century. As a soldier he was professionally competent, well versed in the history of war along with modern strategy, tactics, and weaponry, decisive, disciplined, courageous, dedicated, popular with his men, his supervisors, and his subordinates.

As President, he was a leader who made peace in Korea and kept the peace thereafter, a statesman who safely guided the free world through one of the most dangerous decades of the Cold War, and a politician who captured and kept the confidence of the American people. He was the only President of the twentieth century who managed to preside over eight years of peace and prosperity.

As a man, he was good looking, considerate of and concerned about others, loyal to his friends and family, ambitious, thin-skinned and sensitive to criticism, modest (but never falsely so), almost embarrassingly unsophisticated in his musical, artistic, and literary tastes, intensely curious about people and places, often refreshingly naïve, fun-loving - in short, a wonderful man to know or be around. Nearly everyone who knew him liked him immensely, many - including some of the most powerful men in the world - to the point of adulation.

From the foreword of *Eisenhower - Soldier and President*, by Stephen E. Ambrose.

Dwight David Eisenhower was born twenty-five years after this nation had been nearly ripped apart by civil war. The country was intrigued by the mystic of the west and Buffalo Bill's Wild West Shows were dazzling crowds in arenas throughout the world. During the life and times of Dwight D. Eisenhower this nation, and the world, experienced a growth in technology and knowledge that would carry the human consciousness from horses to rockets, from the ending of the western frontier to the beginning of the space frontier.

During this time period the ugly nature of humankind exposed itself at global proportions. Dwight D. Eisenhower, a mid-western farm boy at heart, was a man that responded to the events of his time. As Stephen Ambrose implies, he was a man possessed with many strengths and a few human weaknesses. Global conflict catapulted Dwight D. Eisenhower on to the world stage in a leading role. To reach a decisive and right conclusion to horrific circumstances the world needed leadership from those possessing the attributes Dwight D. Eisenhower describes to his friend in 1954.

The Eisenhower farm is the only place Dwight and Mamie Doud Eisenhower ever called home. It is a relatively modest home and typical of many farms found on the rural Pennsylvania landscape. While the farm speaks to the personal values and aspirations of the Eisenhowers', it is a startling contrast to the chaotic world stage on which Dwight D. Eisenhower performed and does little to provide us with an understanding for the man that navigated this nation through many of the major issues of the twentieth century.

During the years they lived on the farm, the Eisenhowers entertained friends and heads of state. Each visitor at that time knew intimate details about Eisenhower's service and contributions to the nation and world. However, a visit to his home would reveal much more about the person.

Today, every visitor, national and international, to Eisenhower National Historic Site (NHS) is living in a world that was greatly affected by Dwight D. Eisenhower. With the Eisenhower standard for determination and success - so should ours be to insure that each visitor to the Eisenhower farm enjoys the highest quality experience we can offer and each visitor leaves with a profound understanding and appreciation for the man and his contributions to the nation and world.

BACKGROUND FOR PLANNING

PLANNING CONSIDERATIONS

Since the establishment of Eisenhower NHS, the site has been under the administration of Gettysburg National Military Park (NMP). This relationship was established because of the geographic relationship of the two sites, the historic relationship of the Eisenhower site with the Battle of Gettysburg, and the efficiency in providing Eisenhower the administrative, resources management, protection, interpretive and maintenance support that Gettysburg NMP has to offer.

In 1995, there was a reorganization which created greater autonomy for Eisenhower National Historic Site. Since 1995 the site has a unit manager who directly supervises all personnel and operations at the site and reports to the superintendent of Gettysburg NMP.

Since its establishment, guidance for the management of the site has been derived from a *General Management Plan* (1987), an *Interpretive Prospectus* (1989), a *Statement for Management* (1992) and a *Strategic Park Management Plan* (1997). The park staff generally recognizes there are many elements of the General Management Plan and Statement for Management that are still viable and important to the development and management of the site. However, while many of the objectives of these two documents have not been realized, both documents are outdated and not referred to on any routine basis. The *Interpretive Prospectus*, by design, was limited in its evaluation and recommendations. As was the trend at the time when the *Interpretive Prospectus* was prepared, the scope of this plan was limited to interpretive media.

All these documents were referred to in the development of this plan. However, in a pre-planning meeting with Superintendent John Latschar, it was recognized that the Gettysburg NMP *General Management Plan* did not address Eisenhower NHS. Therefore, the superintendent invited a critical and aggressive *Long-Range Interpretive Plan* to provide a strategy for resolving some obvious deficiencies in the park's interpretive program and services.

THE PLANNING PROCESS

As we entered into this planning process there were several issues that immediately surfaced as indicators of the serious need to re-evaluate the visitor experience at Eisenhower NHS. Of immediate concern was the steady decline in onsite visitation; the mandatory shuttle system and the quality of interpretation on the shuttle; and the inability to effectively tell the entire Eisenhower story.

In developing this plan we revisited the site's purpose and significance statements as defined in the park's 1999 *Strategic Park Management Plan (GPRA)*. We identified goals and objectives that were prescribed in the legislation creating the park. We used these as foundations for establishing visitor experience

goals that would conform to the highest standards of our profession and conform to the agency's mission.

Based on desired conditions and visitor experience goals, we evaluated our successes and identified our failures. By and large, the park staff is very focused in the realm of personal services. The current personal services programming conforms to the desired visitor experiences and is quite supportive of the established interpretive themes and goals. As discussed in the introduction, one of the primary inadequacies at Eisenhower NHS is the ability to effectively tell the entire story. This has resulted in a plan and implementation strategy which, if accomplished, will provide the public the diversity of learning experiences which they deserve, and serve as a fitting tribute to a man of such global significance.



PARK LEGISLATION

As a West Point Cadet on a class field trip, Dwight D. Eisenhower first visited the Gettysburg Battlefield in 1915. Three years later he found himself back on the historic field of Pickett's Charge preparing soldiers for the new battle tactics of World War I. Eisenhower was the commander of an army tank training center known as Camp Colt.

Four decades later, after serving as Supreme Commander of Allied Forces in Europe during the Second World War, General Eisenhower was President of Columbia University in New York. When looking to purchase their first personally owned home, General and Mrs. Eisenhower returned to the area of Gettysburg. Their attachment to the area and purchase of the Eisenhower farm (referred to as Farm 1) was based on the Eisenhowers' desire to return to the agrarian lifestyle of Dwight's Midwestern upbringing; personal associations and friendships they held with people in the area; fond memories of Dwight and Mamie's early years at Camp Colt; and the historic significance of Gettysburg Battlefield.

In 1954, Eisenhower's friend, W. Alton Jones, purchased two farms (referred to as Farm 2 and Farm 3) adjoining the Eisenhower farm. Jones let Eisenhower and partners use the farms for raising Angus cattle. Upon Jones' death in 1962, the Jones Foundation deeded the two tracts of land to Gettysburg NMP.

In January 1965, the Secretary of Interior, Stewart Udall asked General Eisenhower for a specific recommendation as to which of the three places associated with his life - his birthplace, boyhood home, or present home and farm in Gettysburg - should be recommended as a National Historic Landmark.

General Eisenhower concluded that "our farmstead in Gettysburg would be the most suitable spot because it is the only home, truly ours, that has been acquired by us during almost a half century of public service that has led us to many corners of the world." He also noted that the site is of great historic significance for its association with the Battle of Gettysburg. In April 1966, the farm was designated a National Historic Landmark.

On November 27, 1967, President Lyndon B. Johnson signed the Order of Designation, establishing the Eisenhower farm as The Eisenhower NHS, to be administered by the National Park Service. This designation was recommended by the Advisory Board on National Parks, Historic Sites, Buildings and Monument and was based on the objectives and criteria of the Historic Sites Act of 1935. The property was conveyed to the United States Government by donation from General and Mrs. Eisenhower. However, the Eisenhowers reserved life tenancy for the General.

After General Eisenhower's death in 1969, the National Park Service assumed management of the farm, granting Mrs. Eisenhower, by special use permit, use of the home and 14 acres until her death in 1979.

In 1969, the two farms which the W. Alton Jones Foundation Estate had deeded to Gettysburg NMP were combined with the Eisenhower farm by a transfer of the properties to Eisenhower NHS. In 1971 the National Park Foundation purchased an adjacent farm (the Redding Farm) for transfer to the site. The combined acreage of the three Eisenhower farms and the Redding farm, and the purchase of some additional small parcels (Smith farm) brought the total authorized acres of Eisenhower NHS to 690 acres.

"Yes, history is far more than the excitement of battle, the flags and guns and desperate assaults. In a place like Gettysburg, the visitor - - the native for that matter - - may easily become absorbed in the three days of conflict, forgetting that history was also made here in quiet lives, on farm and village street, through a century before the battle and through a century after it."

Dwight David Eisenhower

At Ease: Stories I Tell to Friends



PARK ENVIRONMENT

The Region:

Eisenhower NHS is located in rural south central Pennsylvania, three miles south of the Borough of Gettysburg, and is adjacent to and administered by Gettysburg NMP.

The activities of Eisenhower NHS and Gettysburg NMP are of extreme interest to the local government and business because of the high volume of visitors who create high seasonal demands on public services and generate commercial development.

Operating Hours:

The site is open to the public daily from April 1 through October 31. The remainder of the year the site is open Wednesday through Sunday, with holiday closings on Thanksgiving, Christmas, and New Year's Day.

Access:

Visitors arrive to the site by way of a fee shuttle bus from the Gettysburg NMP visitor center. Tickets for the bus cost \$3.25 for children ages 13-16, educational groups, Golden Eagle, Age or Access Pass holders, \$2.25 for children ages 6-12, (\$1.95 Shuttle Fee plus \$1.30 Interpretive Fee) and \$5.25 for all other adults (\$2.00 Federal Entrance Fee, \$1.30 Interpretive Fee, and \$1.95 Shuttle Fee). Tickets can be purchased at the visitor center or in advance by calling. Wheelchair users contact staff at the visitor center to make special arrangements.

Visiting the Site:

Since the National Park Service began management of the site in 1979, a primary management objective has been to utilize the grounds in keeping with use during the Eisenhower occupancy. Consequently, local farmers under special use permit are using fields and pastures on the property. Visitors to the farm are exposed to many of the same sights, sounds, and smells familiar to the Eisenhower family during their residency.

Visitors are free to explore the grounds by way of self-guided trails. They can visit the skeet range where they will find an exhibit explaining Eisenhower's interest in the sport. At various times of the year the cattle barns are open. The barns display Eisenhower's farm equipment and the visitors might find interpreters presenting programs about Eisenhower's life and work on the farm.

The Eisenhower home is open for tour during operating hours. Visitors are greeted by National Park Service staff and provided a short welcome and orientation. For most visitors, touring the house is self-guided. The house is furnished almost entirely with the original furnishings in the home during the Eisenhower's residency. A walk through the house is truly a walk through their private lives.

BACKGROUND FOR PLANNING

A reception center houses exhibits and a bookstore managed by Eastern National.

Visitor Management:

Visitation to the site is controlled by a concession operated fee shuttle bus system that operates from the Gettysburg NMP Visitor Center.



THE VISITOR

Eisenhower NHS has been open to the public since June 2, 1980. The heaviest visitation occurred in the first six months of operation and the total visitation for 1981 exceeded 180,000 visitors.

A survey of park visitors in 1990 reflected the following age breakdown in visitors:

- 15% children (0-12 years)
- 8% teenagers (13-17 years)
- 48% adults (18-61 years)
- 29% senior citizens (62+ years)

The point of origin for visitors to Eisenhower NHS reflected:

- 2% local residents
- 45% regional, within 2-3 hour drive
- 51% national, all other U.S. citizens
- 2% international (1% non-English speaking: German, French, Japanese, and Spanish)

Variations in seasonal use of the site reflected:

- | | |
|------------|--|
| 43% Summer | Always busy |
| 31% Fall | Heavy group visitation |
| 2% Winter | Middle of the day is busiest. Site closed for four weeks in January, and Monday/Tuesdays |
| 23% Spring | Mornings busiest with organized groups. Site closed Monday/Tuesday |

Park annual visitation has been on a gradual and steady decline since its opening with annual visitation for 1998 being 76,825.

The 1998 visitation reflected a modest change in the trend with visitation being up 3% from the previous years. This change is largely attributed to increased public events and use of special new releases to increase local interest in the site and public awareness of activities taking place.

While no major study on visitation has taken place in recent years, informal assessments compel the staff to conclude that the decreasing visitation trend is largely due to shifting demographics. In short, fewer citizens lived during the Eisenhower era and public education does not provide younger citizens with any profound understanding and appreciation for the significance of Eisenhower and his role in shaping the world they live in.

Visitor Satisfaction

To assist the National Park Service in complying with the Government Performance and Results Act (GPRA), a visitor survey was conducted at Eisenhower NHS in 1998 (see Eisenhower NHS 1998 Visitor Survey Card Data Report in Appendix D). This survey provides some indication of visitor satisfaction of the facilities, services, and recreational opportunities. Based on a 19% response rate (67 respondents) the site received a 97% satisfaction rate, reflecting a "very good" or "good" evaluation. The remaining 3% provided an overall evaluation of "average."

PARK NEIGHBORS

Adjacent to the site, on the west boundary, is the 4.5 acre home and property of the Eisenhowers' son, John. The site has a prime historic relationship with the site.

The view surrounding the site is largely neighboring farms. The rural landscape is in a state of transition because of the subdivision of the large farms to smaller residential properties.

On the eastern side of the site, across Business Route 15, is the location of AgRotors, a helicopter company. AgRotors is not visible from the site but the helicopters operating from the site do create a noise intrusion on the tranquil farm setting.



PURPOSE STATEMENT

To preserve and interpret the home and farm as a fitting and enduring tribute to the life, work, and times of General Dwight David Eisenhower and to the events of far reaching importance which occurred on the property. (From Order of Designation, November 27, 1967)

SIGNIFICANCE STATEMENT

As Supreme Allied Commander in Europe during World War II and 34th President of the United States, Dwight D. Eisenhower had a major influence on world history.

Eisenhower NHS is significant because it served as the temporary White House, presidential retreat, retirement home and farm of General and Mrs. Dwight David Eisenhower.

Eisenhower NHS is also part of the Gettysburg battlefield.

MISSION STATEMENT

Our mission is to protect and preserve the resources associated with Eisenhower NHS in order to promote understanding and appreciation of the life, work, and times of Dwight D. Eisenhower.

STRATEGIC GOALS

In 1997, the Government Performance and Results Act (GPRA) required that each park develop a five-year strategic plan which would address four strategic goals established by the National Park Service. The four goals established by the National Park Service were: Mission Goal I - Preserve Park Resources; Mission Goal II - Provide for the safe public enjoyment and visitor experience of parks; Mission Goal III - Strengthen and preserve natural and cultural resources and enhance recreational opportunities managed by partners; Mission Goal IV - Ensure Organizational Effectiveness. The following list represents those goals established under the park's Strategic Park Management Plan which directly relate to the efforts of interpretation and are necessary for insuring visitors have quality park experiences.

1. NPS MISSION GOAL CATEGORY I: Preserve Park Resources

NPS MISSION GOAL Ia: Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

EISENHOWER NHS MISSION GOAL Ia: All significant resources associated with the Eisenhower NHS (historic structures, archeological sites, curatorial objects, and cultural landscapes) are restored and protected so that they require only routine maintenance.

LONG TERM GOALS:

Ia5. By 2002, 149 (100%), of historic structures on the 1998 List of Classified Structures are in good condition.

Historic structures include but are not limited to the Eisenhower Home, Farm 1 barn, greenhouses, and rebuilding of Farm 2 barn. Maintaining these structures in good condition responds to the NPS Organic Act, the National Preservation Act. The historic roadways include all the existing paved and unpaved roads at the site.

Ia6. By 2002, 406 (80%), of park archives and museum collection are preserved, protected and used consistently with professional standards.

The preservation and protection of museum collections are essential to the NPS mission. The environmental, security and fire protection conditions necessary to preserve and protect museum objects at Eisenhower NHS will be completed. This includes but is not limited to, completing the fire suppression system, enhancing security lighting, and improved gates at entrances to the site.

Ia7. By 2002, 82 (75%) of the parks historic landscapes are in good condition.

Cultural landscapes include but are not limited to the cattle and farm fields, historic gardens/shrubbery, and the tree lined roadway. These cultural landscapes provide the physical environment associated with the Eisenhower site and aid in the interpretation of the site through their form, features and use.

Ia8. By 2002, 8 (90%) of the recorded archeological sites are in good condition.

To preserve recorded sites, monitoring is necessary and additional actions to enhance preservation may be required. Good condition indicates that the site is not deteriorating due to natural processes, such as erosion, or due to human impacts, such as vandalism or looting. While many of the archeological sites are known there never has been a comprehensive study done of all potential sites. This needs to be accomplished so as to protect those sites through accidental damage either by nature or man.

2. NPS MISSION GOAL CATEGORY II: Provide for the Public Enjoyment and Visitor Experience of Parks.

NPS MISSION GOAL IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

EISENHOWER NHS MISSION GOAL IIa: Visitors safely enjoy and have high quality experiences that are relevant and accessible to all segments of the population.

LONG TERM GOALS:

Ia1. By 2002, 99% of visitors are satisfied with the availability, accessibility, and quality of park facilities.

Park facilities and services include roads, trails, restrooms, interpretive walks, and crime prevention. Accessibility for special populations refers

to their accommodation where appropriate when visiting the site. Issues pertaining to on/offsite parking, restroom facilities, visitor center, and museum will be handled through the site DCP process.

Ila2. By 2002, the visitor safety incident rate is reduced by at least 4.1 (10%) from 1997 levels.

Eisenhower NHS will determine their 5-year average visitor accident rate as a baseline for their 10% reduction. An analysis of Case Incident Reports files will identify the primary sources of accidents and where the greatest improvements in visitor safety can be made. Due to the relative remoteness of the site and the longer emergency response time, and lack of water pressure, it is imperative for the protection of the site that it is brought up to code as soon as possible.

NPS MISSION GOAL IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

EISENHOWER NHS MISSION GOAL IIb: The public understands and appreciates the life, work, and times of Dwight D. Eisenhower as General, President, and Statesman.

LONG TERM GOALS:

Ilb1. By 2002, 95% of the visitors understand the significance of the life, work, and times of Dwight D. Eisenhower and the major influence he had on world history.

Visitors include both real (onsite and offsite) and virtual (offsite).

Through ranger programs, tours, museum and wayside exhibits, brochures, living history programs, student education programs, etc.

Visitors park experiences grow from enjoying the park to understanding why the park exists and learning the significance of its resources. Interpretation helps visitors discover the most significant meanings to them in the park, and make connections between tangible natural and cultural resources and the intangible values, which reside within them.

This can be accomplished through the existing interpretive programs at the site and the development of new programs that may include additional waysides, displaying and interpreting farm equipment and the gun collection, opening the barns, restoring the chauffeurs quarters, and secret service office. There could be enhancement of cattle operations and more special events that pertain to the mission of the site. The site needs to put forth a greater effort in promoting the site through optimizing use of all available communication media, including emerging technologies.

3. NPS MISSION GOAL CATEGORY IV: Ensure Organizational Effectiveness

NPS MISSION GOAL IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

EISENHOWER NHS MISSION GOAL IVa: The people of Eisenhower NHS are inspired, fully trained, accountable, mission-orientated, recognized for their professionalism, and representative of the national work force. Eisenhower NHS is a responsive, efficient, flexible and accountable organization, which uses all available appropriated and partnership resources to accomplish its mission. Eisenhower NHS provides a safe and effective work environment for all.

LONG TERM GOALS:

IVa2. By 2002, 14 (100%) of employees within the 16 key occupational groups have essential competency needs identified in their positions.

An essential competency is knowledge, skill, or ability vital for an employee to perform effectively at their level in a career field. Employees and supervisors will identify missing or inadequate competencies and define the training and development needs of the employee.

Gaining support and understanding for everyone's jobs and their requirements may be best accomplished by continuing to open the channel of communications both internally and externally. The site must emphasize the need to share resources amongst themselves, to recognize sharing, and become more flexible in the manner that work is accomplished.

IVa3. Employee Performance-14 (100%) of employee performance standards are linked to appropriate strategic and annual performance goals.

Past performance plans have been task statements emphasizing individual outputs rather than individual contributions to the overall NPS mission or organizational outcomes. This goal directly ties individual performance goals to organizational outcomes.

IVa4. By 2002, increase by 1 (25%) over 1998 levels, the representation of under represented groups in targeted occupational series in the NPS permanent workforce.

The National Park Service is committed to increasing diversity in its workforce. Eisenhower NHS will recruit and hire women, minorities, and individuals with disabilities in all occupational series and grade levels where they are under represented to achieve consistency with their percentage of representation in the civilian labor force.

IVa6A. Reduce by .56 (50% from the NPS five-year (FY 1992-FY 1996) average, the NPS employee lost time injury rate.

Eisenhower NHS will determine its five-year average employee lost time injury rate and its causes to reduce that rate.

NPS MISSION GOAL IVb: The National Park Service increases its managerial capability through initiatives and support from other agencies, organizations, and individuals.

EISENHOWER NHS MISSION GOAL IVb: Eisenhower NHS is a responsive, efficient, flexible, accountable, organization, which uses all available appropriated, non-appropriated and a partnership resource to accomplish its mission.

LONG TERM GOALS

IVb1. By 2002, increase by 2,046 (26%) over 1997 levels the number of volunteer hours.

Park volunteers and Friends groups provide diverse kinds of assistance from maintenance and interpretation to administration and collection management. Government downsizing has increased the demand for additional volunteers and funding. They are a key and vital link to the operation and success of Eisenhower NHS.

IVb2. By 2002, increase by \$5,000 (10%) over the 1997 levels the dollar amount of donations and grants.

The 10% increase over the baseline of 1997 will produce increased services, projects in interpretation, education, and research.

ISSUES AND INFLUENCES

- There is a lack of public awareness about the site and the logistics of visiting the site are detrimental to easy access. Despite the fact that Eisenhower felt that the farm was the most fitting of his homes to serve as the lasting memorial to his deeds and accomplishments, the public at large is not aware of the site. Visitors traveling on Route 15 don't immediately understand the significance of "Eisenhower Farm" listed on the brown road sign, and the "Gettysburg NMP Visitor Center" listing on the same sign carries a profoundly greater public recognition.

For those that have determined that the farm is their destination, they will find that they must go to the Gettysburg NMP Visitor Center, pay a fee, and take a shuttle to get to the site. Consequently, access to the site is neither convenient nor direct. Once at the site, visitors are frequently overly concerned about the shuttle schedule to relax and fully explore the site. Consequently, the visits are often much shorter than they might otherwise be. Visitors often think of their site visit as a tour and don't plan enough time to see the site once they get here.

Resolving this issue will be important to meeting Mission Goal Iib.2 of the park's strategic plan.

- Annual visitation is on a steady decline. The staff has pondered over the potential causes for this over the past five years and have not determined any singular cause for the decrease in visitation. However, the staff has

developed some intuitive impressions that as an aggregate effect might be the cause for this. While those of us who are students of history or lived through the Ike era think of Eisenhower as a contemporary, the staff has observed that:

- Those most effected and directly associated with Eisenhower and his times are now senior citizens. Obviously, as years pass by, so pass away those who know Eisenhower as the General and increasingly as the President.
- Eisenhower is not in the American lexicon like Washington, Jefferson, or Lincoln. Today's school-age children, and in fact many of the teachers, are not exposed, at any compelling depth, to Eisenhower and his times.
- D-Day has little meaning. The interstate highway is taken for granted. Civil rights is a contemporary problem. The Cold War is an abstraction. Leadership models come increasingly from sports arenas, movie theatres, and concert halls rather than from the White House or battlefield.

Consequently, the staff is increasingly confronted with an audience who does not really know who Eisenhower is and his relevance to their lives today.

Resolving this issue will be important to meeting Mission Goal Iib.2 of the parks strategic plan.

- Providing a quality interpretive opportunity for visitors who lack a fundamental association, understanding and appreciation for who Eisenhower was, magnifies the inadequacy of the existing facilities and interpretive opportunities for effectively telling the entire story of Eisenhower and his times.
- The farm on which Eisenhower lived is not the site of the historic events he is associated with.
- Eisenhower did not maintain a massive collection of icons or souvenirs associated with the history he played such an important role in. The home and farm on which he lived does not reflect these events.
- It is difficult to connect the events of Eisenhower's life that happened beyond the park boundaries and on a national and global scale.
- Effective use of the diversity of interpretive tools and methods are limited by an inadequate interpretive infrastructure.
- Adaptive use of the existing space could compromise the historic integrity of the site.

Resolving this issue will be important to meeting Mission Goal Iib.1 and Mission Goal Iib.2 of the park's strategic plan.

- Eisenhower owned the full compliment of farming equipment. This included a diversity of farm vehicles, wagons, mowers, etc. The storage of

this equipment takes up a great deal of space and is presently stored in seven different locations. The lack of adequate museum storage space has resulted in the entire museum collection being located in 24 different locations throughout the site and Gettysburg NMP. Most of the facilities, which are presently used to store the museum collection, lack security or environmental systems that would meet NPS standards for museum storage. In 1993, a barn on Farm 2 burned down and 2.7 million dollars in Line Item Construction funds have been requested for the adaptive restoration/reconstruction of this barn to preserve the historic scene and help resolve the curatorial storage issue. Current estimates indicate that another 5,000 square feet of storage space is needed. Completing the facility will provide 5,000 square feet of storage space.

Resolving this issue will be important to Mission Goals I.1 & I.2 of the park's strategic plan.

- Maintaining the structures and fields as they were traditionally used during the Eisenhower occupancy of the farm is extremely important to preserving the historic scene. The historic integrity of the site is remarkable and it is important that this integrity be maintained and enhanced by maintenance, resources management, and interpretation. Continued adaptive use of the farm structures for interpretive purposes could compromise this integrity.

Resolving this issue will be important to meeting Mission Goals I.3 & I.8 of the park's strategic plan.



INTERPRETIVE THEMES AND OBJECTIVES

Interpretive themes are those stories or concepts that visitors should understand after visiting the site and serve as the foundation for all interpretive programs and media.

It is important to note that the legislation, which created Eisenhower NHS, calls for a holistic interpretation of Eisenhower's life and times. In 1994, the National Park Service revised the Thematic Framework which provides guidance in evaluating the significance of resources for listing as historic places, landmarks, or parks. The Thematic Framework is also important to determining themes currently represented in the National Park System and to provide parks with a tool to evaluate the potential and viable scope of their programming.

The National Park Service's Thematic Framework offers 8 (eight) thematic categories which include: 1) Peopling Places; 2) Creating Social Institutions and Movements; 3) Expressing Cultural Values; 4) Shaping the Political Landscape; 5) Developing the American Economy; 6) Expanding Science and Technology; 7) Transforming the Environment; 7) Changing Role of the United States in the World Community.

Because of the scale of Eisenhower's influence during his life and times there are Eisenhower stories which could fall into any of the above categories. It is no stretch of the imagination to discuss World War II in terms of Peopling Places.

The Eisenhower's interest and popularization of leisure activities such as golf, painting, and backyard cookouts could reflect their influence in Creating Social and Institutions and Movements in the 1950's.

The farm on which the Eisenhowers lived, though a sharp contrast to the events of history that catapulted them into public life, could be interpreted as Expressing Cultural Values.

Eisenhower's farming practice and desire to leave the land in better condition than he found it reflects his values and small contribution in Transforming the Environment.

However, as the Supreme Commander of Allied Forces in Europe and the 34th President of the United States, (a period marked with prosperity for some, a growing civil rights movement, the beginning of the space race, and the Cold War) there is little question about Eisenhower's national and global significance in Shaping the Political Landscape, Developing the American Economy, Expanding Science and Technology and the Changing Role of the United States in the World Community.

The National Park Service's Thematic Framework acknowledges there is often overlap among the themes. The complexity of national and global events to which Eisenhower was associated naturally results in such overlap and supports the significance of Eisenhower NHS. Foremost, an evaluation of the

Thematic Framework reflects the complexity, challenges, abilities, and shortcomings in the park's interpretive program.

Two recent interpretive initiatives are important to identifying interpretive themes and developing strategies for insuring maximum effectiveness in our educational and public service. On the national level, the National Park Service has identified an initiative known as "Untold Stories." This initiative is designed to challenge parks to provide diverse perspectives and multiple points of view in the interpretation of National Park Service sites and themes.

The Northeast Region of the National Park Service has carried this initiative a step further in developing a strategy called "The Road Ahead." This strategy embraces the national "Untold Stories" initiative, offers purpose and mission statements, and the Regional Director's tenets of effective interpretive programs. The park fully embraces these tenets and goals.

Within the Eisenhower story as well as the layers of history associated with the site there was the potential to develop an abundant list of interpretive themes. In planning workshops this list ran on for pages. The list represented stories and themes associated with major national and international issues such as the Civil War, Cold War, Civil Rights Movement, and Space Race. The list also reflected personal dimensions of the Eisenhower story as might be told through the voice of Sergeant John Moaney, a black personal aide, who served Eisenhower in military, presidential, and civilian life. The following list of interpretive themes was developed to insure that the global and personal dimensions of Eisenhower could be told from a diversity of perspectives.

PRIMARY THEMES

The key stories or concepts that visitors should understand after visiting Eisenhower NHS are:

- As a key architect of victory in World War II, and as the 34th President of the United States, Eisenhower's actions had a profound and immediate impact on this nation and the world.
- As a soldier, general, president, and citizen, Eisenhower exemplified the qualities that define an effective American leader.
- As President of the United States, Eisenhower enabled Americans to dream, grow, and be confident in themselves, despite increasing global tensions associated with the Cold War and emerging national issues such as Civil Rights.
- As the nation enjoyed a new era of prosperity and leisure time, Dwight and Mamie Eisenhower represent the popular culture of their era, both leading the way and following the trend.
- The home and farm are a reflection of the life, interests, and values of Dwight and Mamie Eisenhower.



INTERPRETIVE OBJECTIVES

The objectives of the Interpretive program at Eisenhower NHS are:

- To put the life and times of Dwight D. Eisenhower in a perspective that demonstrates his influence and/or importance in every visitor's life today, and to comprehend the scale of change that occurred within Eisenhower's life, a life that spanned from the frontier to space.
- For visitors to see that Eisenhower, while a great yet imperfect man in an extremely imperfect world, brought a sense of optimism and confidence to the nation.
- To present Eisenhower as a leader from different perspectives - the soldier, the educator, the politician, the civilian - as seen by friends, enemies, and a diverse national population.
- For visitors to understand the farm as both a retreat and an extension of the White House.
- To transport visitors beyond the site to the national and global stage on which Eisenhower has such a profound impact, and to take them back, for example, to the depths of the Cold War, and the beginning of the civil rights movement. That is, to understand Eisenhower's impact from global politics and world order to social and recreational trends.
- For returning visitors to be exposed to new interpretive opportunities and experiences.

DESIRED VISITOR EXPERIENCES

- Visitors know the site exists through an aggressive use of the WEB; curriculum outreach; tourism promotional opportunities, AAA, and other media opportunities.
- Visitors are motivated to visit the site by pre-site information.
- Directional signs are easy to identify and follow.
- Visitor needs and access are facilitated through appropriate planning.
- Visitors have opportunity for contemplative experiences.
- Visitors can learn about Eisenhower NHS at the Gettysburg Visitor Center.
- Visitor Use Fees and concession transportation fees are reasonable.
- Transportation systems are comfortable and accessible.
- The quality of interpretation received on concession transportation meets NPS standards and the interpreters are approachable and well informed.
- Visitors enjoy contact with friendly, well trained and enthusiastic NPS staff.
- There are meeting rooms for facilitating groups, seminars, student education programs, teacher workshops, etc.
- Visitors can appreciate the historic integrity of the site and recognize that 100% of the resources are being preserved and maintained in good condition.
- Every visitor has the opportunity to receive personal services orientation, talks, and tours.
- Visitors have opportunities to participate in a full range of interpretive opportunities and experiences.
- Visitors are exposed to interpretive opportunities that use different learning methods.



BACKGROUND FOR PLANNING

- Visitors are unhurried and have the ability to leave when they want, able to get back after lunch, etc.
- Visitors feel they have the time to enjoy a contemplative experience and explore the site without being rushed.
- The integrity of existing structures, surrounding scenery, and land use are maintained through scenic easements, resource management, use permits, cooperative programs with 4H, etc.
- Children visiting the site can participate in activities such as the Junior Secret Service Agent program.
- French and German language folders are available.
- Visitors have opportunities to share their experiences with the park staff.
- Visitors are aware of Gettysburg NMP and are encouraged to visit.
- Visitors leave the site with a desire to return and with an understanding that upon return they might have new and different interpretive experiences.
- Through advanced technology, visitors have opportunities to extend the learning experience beyond the site.



- * The term "Park Staff" is being used in an inclusive manner. It refers to all the people that make the site function without regard to the "uniform" they wear.

EXISTING CONDITIONS

Pre-visit

- The History Channel has identified Eisenhower NHS as one of the top ten presidential sites to visit.
- Eisenhower NHS has an expanded home page on the NPS WEB site, including a virtual tour of the site.
- Visitors to Eisenhower NHS have little opportunity to learn about the site prior to their visit.

Visitor Orientation

- The Gettysburg NMP Visitor Center is usually the first point of contact for visitors to Eisenhower NHS.
- Visitors to Eisenhower NHS are required to purchase tickets for a shuttle bus ride from the Visitor Center to the site.
- The Gettysburg NMP Visitor Center is often an extremely busy place and visitors are immediately faced with a diversity of options upon entering the building.
- The bookstore dominates the attention, a long visitor center desk resembles an airline ticket counter, visitors find several clusters of staff representing the National Park Service, VIPs, and Concession Tour Guides.
- Behind the desk are a diversity of signs reflecting visitor options for getting information, seeing the battlefield, or visiting Eisenhower NHS.
- A small, Eisenhower National Historic Site, single case exhibit is located in the visitor center lobby.
- The Gettysburg staff provides visitor orientation. There is no Eisenhower staff at the visitor center.
- During busy seasons there is little time to explain the diversity of options on how visitors might experience Gettysburg or Eisenhower. The staff at the visitor center can only provide directions and answer questions.
- Many visitors are not aware of the opportunity to visit the site prior to their visit to Gettysburg. As a result of the profile of signs at the visitor center; a less than compelling orientation and interpretation of the value of the visit; the extra fee paid for the shuttle service and lack of any other access, visitors are not enticed to visit the site.

Shuttle Service

- The shuttle service is the only access to the site and is provided under a concession permit with Gettysburg Tours.
- New busses have been ordered and will be in operation for the 2000 season. These busses have air conditioning and wheel chair lifts.

- The bus schedule varies during the course of the year. The bus departs from the visitor center on the hour and half hour during the summer and during spring and fall weekends. During the spring, fall and winter weekends the bus departs on the hour. During the winter weekdays the bus departs four times per day. Busses reserved for scheduled groups depart on the quarter and three-quarter hours.
- The shuttle bus ride from the Gettysburg Visitor Center is not a high quality interpretive experience and does not provide the visitor with an adequate foundation of information that would be valuable to visitors before visiting the site.
- An audiotape has ceased to be used because it became out-of-date.
- Because of inadequate training and a high rate of turnover there is little control over the quality of interpretation visitors receive from concession drivers.

Entrance

- The entrance to the Eisenhower Farm gives the site a sense of importance and is distinguished with a gate and white guardhouse used by Secret Service Agents during Eisenhower's residency. In the 1960s, the guardhouse was equipped with a camera to monitor the gate.
- The long entrance drive leading to the house is lined with an impressive row of Norway Spruce trees, donated by the State Republican Committees from different states.
- There had once been small signs identifying the state that donated each tree along the entrance road. These signs are presently in the collection and the trees are not presently identified, but records do exist which would help re-identify the trees.
- The resource management plan for the site calls for an in-kind replacement of trees as they die.
- The Eisenhower's son, John, owned land adjacent to the site. Immediately to the right as you enter the site, there was once a gravel road that connected the entrance road to the John Eisenhower home. The road is still identifiable and could easily be restored to its original appearance.

Reception Center

- The building was constructed in 1960 as a storage building and was later expanded to serve as a garage for the Chrysler Imperial purchased by the Eisenhower's from the White House motor pool.
- In 1969, the Committee on Interior and Insular Affairs submitted a report *Providing For The Development Of The Eisenhower National Historic Site at Gettysburg, Pa., and For Other Purposes*. This report was to "enable the National Park Service to begin to make detailed plans for the future development of the site in order to accommodate visitors when it

opened to the public." The plan called for the construction of "a visitor center, a parking area (staff currently projects 30 car, 6 bus need) with an overflow area, entrance roads and the like." The plan had identified the location of the visitor center to be on Farm #3 near the boundary of Gettysburg NMP where the amphitheater is presently located. By FY 88 the idea of building of the visitor center had evolved to an adaptive use of the Farm 1 Barn and was the Mid-Atlantic Region's #1 priority. However, Director William P. Mott vetoed the idea and the project fell completely off the list of priorities and has never been restored at any level. By the staff's own initiative the storage building was converted to a reception center in 1980.

- The reception center provides a bookstore, a waiting area for people catching the shuttle system, and a place for people to watch the film during the winter months.
- The film has a close caption box for the hearing impaired.
- The exhibit area was planned, designed, and installed by the site's interpretive and curatorial staff with funding from Eastern National and with assistance from the Gettysburg carpentry staff.
- The exhibit area contains nine exhibit cases, each covering a different aspect of Eisenhower's life. They include:
 - The Early Years
 - Camp Colt
 - Between the Wars
 - Off to War
 - D-Day to VE-Day
 - Presidential Campaigns
 - The Temporary White House
 - Retirement - 1961 to 1969
 - The First Lady
- There is a triangular pod in the center of the exhibit room which provides timelines concerning Eisenhower and events:
 - Overseas
 - At Home
 - (in) The Presidency
- Located on the wall behind the reception desk is a map of the Eisenhower Farm and at the desk there is a small exhibit concerning the park's friend group, Friends of the National Parks at Gettysburg.

- While the staff enjoys the positive visitor response to the new exhibits and feel that the exhibits are a vast improvement over the previous condition, they also feel that the space is grossly inadequate to fully explore the topics concerning Eisenhower. There are presently no capabilities for "Changing Exhibits" and the visitor experience is not as compelling as it should be because of the voids in interpretive opportunities and the ability to tell the entire story.

Farm 1 Barn

- The historic use of the barn was for horses and cattle on the lower level and storage of hay feed and farm equipment on the upper level.
- A platform was installed at the pitch in the roofing by Secret Service to mount a strobe light used as a beacon for the helicopter.
- The building was once considered as an alternative to building a new visitor center. Once this fell off the priority list no other alternative has been explored in planning for the site.
- The upper level of the barn is presently used to display farm equipment.
- Handmade signs provide non-personal interpretation and the area allows space for special programs.
- The interpretive theme in the barn is Eisenhower's conservation and land use ethics.
- The interpretive signs need to be upgraded in both material and content.
- The staff desires to maintain the integrity and historic appearance of the barn and capitalize on its interpretive value with the display and storage of equipment.
- During the warmer seasons visitors view an 11-minute film in the lower level of the bank barn.
- Through fee demonstration funding, the Eisenhower staff has plans to design and install public restrooms on the lower level. The restrooms will be designed to have no impact on the integrity of the historic structure.
- The milk house portion of the barn was the Secret Service office until 1970. The office moved to what is now the reception center and the milk house became the Senior Agents office. This area is presently used as a maintenance break room but would lend to restoration as a Secret Service office.
- A Historic Furnishings Study was recently completed for this and other structures on Farm 1.
- Engineers have looked at the carrying capacity of the upper level of the barn and have indicated there is no problem with the existing use.
- The barn is inaccessible for the mobility impaired.

Guest House

- The guesthouse is presently historically furnished.
- Visitors are not permitted to enter the building but view it through north facing front windows.
- There is a low profile interpretive plaque located at the building.
- The interpretive topics associated with the guesthouse include the visit of General Montgomery, international diplomacy, and friends and family use of the guesthouse.
- The Historic Furnishings Study addressed this building.

Main House

- The Main House is the primary destination point at Eisenhower NHS.
- The house is almost entirely furnished with the original furnishings purchased by Dwight and Mamie Eisenhower. The house is also adorned with various gifts to the Eisenhowers from world leaders, family, friends, and admirers.
- Despite the important role Dwight D. Eisenhower played in military history, a striking aspect of the house is the lack of military presence.
- Upon arrival to the site, NPS staff who provide a brief (15-minute) welcome and orientation to the site greet the shuttle bus. Visitors receive an overview of Eisenhower's significance and are informed about the Junior Secret Service Program.
- In the off season, small groups get personal house tours lasting 30-35 minutes. This opportunity provides the highest quality interpretive experience. Visitors moving through the house at their own pace with the aid of a self guiding brochure usually takes about 20 minutes. During the winter, house tours are offered at 10 a.m., 11:30 a.m., 2 p.m., and 3:30 p.m.
- Staffing the house requires the use of VIPs. Approximately 23 volunteers share four hour work shifts to provide the effect of one and a half person per day. Keeping VIPs active and on schedule is difficult on weekends. To assist in house staffing, the park uses three interns and one SCA (funding and housing provided by Eastern National Interpretive Fee money and The Dwight D. Eisenhower Society.) Interns and SCAs generally work for 12-week stints. While at the site, the interns and SCAs divide their work time into 4/5 interpretation and 1/5 curatorial functions.
- With the present staffing and visitor use, the Main House can accommodate approximately 830 visitors per day.

Grounds

- From mid-June to the end of October, interpreters (funded by Eastern National) claiming the role of a reporter or Secret Service agent provide

first person tours, talks, and roving interpretation of the grounds and Farm 1.

- The agricultural fields are presently managed under a special use permit. The management of these fields is done in a manner to preserve the historic use and scene. To this end, only black Angus cattle use the grazing pastures.
- A Cultural Landscape Study for the four farms began in 1999 and should be completed in 2001.
- The helipad needs to be maintained and is a good site for a wayside.
- The pasture to the west of the main house needs to be restored with fences that denote a mixed pasture and crop use of the land.
- Visitors to the site love the Angus cattle and Mamie, the site's cat (has no historic association with the site).

Trails

- About 50% of the trails and walkways throughout the site are generally as they existed during the Eisenhower residency. Other trails have been developed to accommodate visitation to the site.
- Along the trails and walkways young visitors, and their families, have the opportunity to participate in a number of the activities from the park's Junior (Ranger) Secret Service Agent program (see Appendix E). This activity encourages visitors to venture throughout the site.
- The walkways immediately around the main house provide a diversity of opportunities to gain an understanding for the interest and lifestyles of Dwight and Mamie Eisenhower. The green houses, flower and vegetable gardens reflect the Eisenhower's interest in gardening.
- Various vantage points along the trail provide excellent opportunities to interpret various activities that took place around the house. The grill area is a good interpretive spot to discuss leisure activities of the 1950's such as golf, cookouts, fishing, horseback riding, skeet shooting, painting, and cards.
- The trails provide good opportunities to discuss events such as television interviews in the 1960's, political picnics, diplomacy, visits by world leaders, and White House staff picnics.

Skeet Range

- Dwight D. Eisenhower enjoyed the sport of skeet shooting. There is presently one wayside on site which reflects this interest.
- Following Dwight D. Eisenhower's demise the skeet range fell into a state of disrepair. The skeet range equipment was restored in 1990 by the Friends of the National Parks at Gettysburg and is presently in need of further restoration if the range is to be maintained for use.

- The skeet range has been used in the past for fund raising through skeet shoots.
- Adjacent to the skeet range is a storage building that is presently used to house park maintenance vehicles and farm equipment.

Farm 2 Barn

- The Barn burned down in 1993 and projected reconstruction cost is \$2,700,000.00. A line item construction request has been submitted to restore/reconstruct the barn for use as a curatorial storage facility and will yield 5,000 square feet of space.
- There is a bulletin board outside the barn for posting visitor information.

Show Barn

- A new furnace will be installed for the show barn that will heat the office and wash room.
- There is presently a bulletin board inside the barn.
- A new wayside is needed which would interpret Eisenhower's interest in raising show cattle and the visits by world leaders to the show barn.
- There needs to be better interaction at the show barn - the show barn does not explain itself.
- The show barn will be included in the Historic Furnishings Study for Farm 2.
- The original furnishings for the office and wash room, and award ribbons that were displayed at the entrance to the barn, are presently stored in the park museum collection.
- The barn is presently used to store heavy farm equipment (which is part of the museum collection), which is not its historic use.
- The barn has great potential for developing a cooperative agreement with 4H to use as space for housing their show cattle.
- The barn lacks sufficient interpretation.

Partnerships

- The park presently has Memorandum of Agreements (MOAs) with:
 - Friends of National Parks at Gettysburg
 - The Dwight D. Eisenhower Society
- The park has a Cooperative Agreement with:
 - Eastern National
- The park has a Concession Permit with:
 - Gettysburg Tours, Inc.

- The park has a letter of cooperation with:
 - The Eisenhower Center (Presidential Library, museum boyhood home and chapel of meditation)
- The park has informal working relationships with:
 - USS Dwight D. Eisenhower
 - Gettysburg College
 - Mount Saint Mary's College
 - Gettysburg Area School District
 - The Eisenhower Family
 - U.S. Army Military History Institute

Gettysburg National Military Park

- Eisenhower NHS could be a natural extension of the Gettysburg NMP experience.
- Gettysburg visitors don't feel a connection between the two sites and don't plan their visits to include Eisenhower.
- There is a new visitor center proposed in the Gettysburg General Management Plan. This visitor center would continue to be the starting point for tours of the Eisenhower NHS. The center would include some exhibits and other preliminary information and orientation to the Eisenhower Farm.

Historic Furnishings

- The park recently completed a Historic Furnishings Plan through contract. The plan addresses the milk house, guesthouse, main house, play house, teahouse, carpenter's shop, tack room and stables, and secret service office.

Publications

- The park has three brochures for general visitation:
 - Park Brochure - Unigrid A4
 - Farm Walking Tour - Site Bulletin
 - Eisenhower Home Guide - Brochure
- Special brochures are created to promote special events and The Eisenhower Academy.
- Young visitors participating in the Junior Secret Service Agent Program use a 19 page park-produced workbook
- Gettysburg Tours, Inc., is the park concessionaire that offers the shuttle service and distributes a free promotional brochure.

- The park does not have a handbook.

Audio and Audiovisuals

- The film shown at the reception center and in the Farm 1 Barn during summer months is a CBS production with rights purchased by the National Park Service and edited by HFC from 1 hour special to 11 minutes.
- While the film is basically good, it was produced too close to Eisenhower's lifetime and lacks the perspective that time allows.
- Walter Cronkite is the narrator of the film. To the older generation there is instant recognition and appreciation. The younger generation doesn't know who he is.
- There are presently no audio tours of the site. The site lends itself well to the audio tour concept.

Exhibits

- Exhibits in the Reception Center are adequate under the present gross limitations and circumstances. However, the story is inadequately and incompletely told.

Waysides

- The only wayside presently on the site is located at the Skeet Range.
- Under the cyclic maintenance program, the park has \$15,000 for FY 00 and a projected \$20,000 for FY 01 to plan, produce, and install new waysides.
- Potential wayside sites may include:
 - The Helipad
 - Old Secret Service Post
 - Farm #2 Trail Head
 - Pond Site
 - Farm #2 Barn
 - Show Barn
 - Herdsman's House

Personal Services

- Initial visitor contact is made by the staff at the Gettysburg NMP Visitor Center.
- Visitors arriving to the site by way of the shuttle do not receive adequate interpretation of the site by concession shuttle bus operators.
- Visitors receive a brief (15-minute) orientation to the site upon arrival by a National Park Service ranger, volunteer, or intern.

- Visitors receive a brief (5-minute) orientation to the Main house by a National Park Service ranger, volunteer, or intern.
- Volunteers supplement National Park Service staffing by stationing at the house exit.
- Ground tours are provided between June and October by Eastern National Park and Monument Association funded living history interpreters who provide first person interpretation of the site as a Secret Service Agent.
- Overall content and thematic makeup of personal services program is in keeping with the established themes.
- Basic personal services program is enhanced by special events throughout the year (see Education Programs below).
- The ability to facilitate the demands for spring and fall educational programming is limited by staffing levels.

Staffing

- The present staffing for interpretive operations include:
 - 1 Park Historian (GS-11)
 - 3 Park Rangers (GS-09)
 - 2 Seasonals
- The interpretive operation is supplemented by volunteers and with SCA/Interns funded by Eastern National and The Dwight D. Eisenhower Society.
- The park Ranger positions have a diversity of collateral duties which include: first line training, coaching, scheduling, and supervision of seasonals, volunteers and interns; VIP Coordinator; Eisenhower Seminar coordinator; Eisenhower Academy coordinator; Junior Secret Service Agent program coordinator; Webmaster; Public Affairs; Fee Collection coordinator; WWI program coordinator; WWII program coordinator; maintaining audiovisual equipment, slide films and historic photographs; education programs; librarian, etc.
- The Cooperating Association funds two living history interpreters who provide guided walks of the grounds June through October.
- There is no permanent staff available during the traditional school trip months of September, October, April, and May that can be devoted to meeting the demands for student education programs, as the permanent staff is involved in planning special events and providing tours to the public.

Education Programs

- The park offers a diversity of learning opportunities on a regular and special event basis. These include:

- Junior Secret Service Program - is an ongoing, onsite Junior Ranger type activity for young visitors
- World War II Weekend - is a popular living history weekend with notable authors and veterans as guest speakers.
- World War I Weekend - is an excellent interpretive living history program, but was flat in visitor response because of the lack of surviving veterans to put a personal touch on the program and a general lack of visitor association with the war.
- Conflict: A Visit by a World Leader - is a student and teacher driven curriculum-based program for high school students. A teachers workshop is provided by the EISE staff once a year to provide teachers guidance in presenting the program.
- Eisenhower: A Five Star American - is not presently curriculum-based, however, funds have been requested through Parks as Classrooms to convert the program to a fourth through eighth grade curriculum-based program with a leadership theme.
- Museum Sleepover - is a community outreach program that has been offered each fall for the past three years. Coordinated with Gettysburg Recreation Park, up to 24 sixth graders spend the night at the farm. During their stay the children are provided a diversity of educational and interpretive experiences concerning Eisenhower, his times, and his life at the farm. The children participate in a number of hands on activities and living history experiences. There is a cost of \$5 per child that pays for the logistics and food for the children.
- Eisenhower Academy - is an annual weeklong workshop for middle and secondary school teachers and is sponsored by Eisenhower NHS, The Dwight D. Eisenhower Society, Gettysburg College, and Mount St. Mary's College. The Academy offers different extended learning experiences based on a thematic structure. In 1998, the workshop focused on the events and lifestyle of the 1950s and Eisenhower's success and failures in confronting the crises of the decade. Two Pennsylvania in-service credits and three graduate credits are available for those attending. Attendees prepare four lesson plans for future classroom use as a result of this workshop. Cost to attend the Academy ranges from \$250.00 to \$410.00 depending on accommodation needs and desires.
- Eisenhower Seminar - is a one-day annual seminar series presented by Eisenhower NHS, Gettysburg College, and Friends of the National Parks at Gettysburg. The seminar has enjoyed three years of success with a host of nationally acclaimed speakers and experts who share the latest interpretations and research on specific fields of study. In 1998, the seminar was entitled "Eisenhower and Korea: The Forgotten War." Cost to attend the seminar is \$40.00 with a discounted fee of \$25.00 for students.

BACKGROUND FOR PLANNING

- Eisenhower Christmas - recreates the Eisenhower's Christmas decorations based on family recollections. The Eisenhower's Christmas music, seasonal artifacts, and Christmas cards are featured in the home and temporary exhibits. The decorations are on exhibit from the second Saturday in December through the end of the month.

PROGRAM DESCRIPTION

SUMMARY OF PROPOSED ACTIONS

A comparison between desired visitor experiences and existing conditions reveals a great number of successes and deficiencies in the existing program.

The successes in the present program are largely those accomplished through personal services and maintaining the historic integrity of the site. The quality and content of interpretation provided by personal services conforms to the established themes of the site. The park enjoys a good working relationship with its cooperating association, friends group, and a diversity of partnerships. The park has an aggressive and successful outreach program of onsite and off-site activities that have been instrumental in combating declining visitation and establishing identity for the site. The integrity of the historic resources are maintained through the existing resource management and maintenance programs as well as minimal adverse impacts from adaptive use of historic structures in an effort to tell the broader Eisenhower story.

However,

- lack of public awareness of the site contribute to the recent history of declining visitation;
- the inevitable demise of those closely associated with Eisenhower's time as well as physical and intellectual inaccessibility to the site is resulting in a rapid decrease in public memory, awareness or understanding for the significance of Dwight D. Eisenhower;
- visitor orientation and interpretation of the major and critical events in the life and times of Dwight D. Eisenhower and his role in global and national history are inadequate;
- the park faces a diversity of accessibility issues resulting from the present logistical relationship with Gettysburg NMP and an inadequate interpretive infrastructure;
- the ability to maintain the park collections is compromised by the lack of an adequate curatorial infrastructure;
- the site is unable to meet visitor and school group demands during April/May and September/October.

The many months of discussions and planning workshops have identified the major issues facing the site (outlined on page 15-17 under Issues and Influences).

In order to:

- maintain successes,
- resolve deficiencies,

PROGRAM DESCRIPTION

- pursue planning needs,
- accomplish service wide and parks goals,
- respond to upcoming opportunities,
- and provide visitors the desired interpretive experiences.

An implementation plan is proposed to achieve the following results:

- Visitation and Public Awareness
Increase visitation and improve public awareness of the site through the maintenance of existing and the continued development of onsite and off-site interpretive programs and opportunities.
- Accessibility
Improve the physical and intellectual accessibility to the site.
- Visitor Orientation and Interpretation
Identify and implement solutions for improving visitor orientation to the site and provide high quality interpretation of the significant events and issues in the life and times of Dwight D. Eisenhower.
- Curatorial Storage and Collections Management
Provide adequate curatorial storage facility and collections management program to accommodate museum collection within NPS standards and guidelines.
- Historic Integrity of Site and Structures
Preserve the integrity of the site facilities and surrounding landscape through acquisition, scenic easements, special use permits that maintain traditional farm use, and through resource management programs and appropriate interpretive activities and facility use.
- Cooperating Association and Sales
Provide visitors with access to a diversity of scholarly, up-to-date interpretive and reference materials that are targeted for a diversity of audiences and cost ranges.
- Staffing
Provide adequate staffing to meet basic interpretive and operational objectives (See page 32 for definition of Park Staff).
- Research, Study and Planning Needs
Coordinate an aggressive research, study and planning program that supports our understanding of the visitor and the resource, and provides viable future recommendations for providing the visitor with a compelling interpretive experience at Eisenhower NHS.



IMPLEMENTATION PLAN

This implementation plan is presented under the assumption that basic interpretive operation and services will be provided to the visiting public to carry out the mission of the National Park Service. These basic services include:

Pre-Arrival

- Access to basic information about the site on the World Wide Web.
- Site and area information available via mail or FAX.
- Signs directing the visitor to the proper location to visit the site.

Arrival at Gettysburg Visitor Center and the Eisenhower Site

- Opportunities for personal contact with trained staff.
- Clear information about how to access the site.
- Clean safe facilities to meet physical needs. (restrooms, water, etc.)
- Exposure to park themes through site orientation tour.

Park Information/Contact Stations

- Universal access
- Easy to understand sources of information.
- Adequate information about activities so the visitor can make informed choices.

Interpretive Programs

- Visitors of diverse ages, abilities, and interests will have opportunities to

PROGRAM DESCRIPTION

participate in an array of high quality interpretive programs designed to meet their physical, intellectual development, and emotional needs.

- Exposure to and reinforcement of park themes, goals, and issues.
- A variety of programs to encourage return visits.

Museum Exhibits

- Visitors should have an engaging, accessible multimedia experience that welcomes involvement and stimulates them to learn more about the topics presented.
- Exposure to authentic artifacts.
- Reassurance about National Park Service methods of conservation and preservation.

Departure

- Awareness of park story and resources.
- Eagerness to return.
- High quality park related sales items.

This plan will meet the interpretive objectives and desired visitor experiences specific for this site.

Visitation and Public Awareness: Increase visitation and improve public awareness of Eisenhower and the site through the maintenance of existing and the continued development of onsite and offsite interpretive programs and opportunities. These actions will help resolve the deficiencies identified as bullet #1 under Issues and Influences on page 15 and be important to meeting Mission Goal IIb.1 of the park's strategic plan and meet Interpretive Objectives # 5 and 6, page 20.

Action	When	Cost
Extend outreach to a broader regional span through the development of adult and children's onsite educational program; curriculums; outreach activities and programs such as traveling trunks and exhibits; and coordination of the Eisenhower Academy program.	On-going	20,000 *
Prepare news releases for special events.	On-going	
Continue improving and expanding WEB page.	On-going	
Improve communications with the Gettysburg Convention and Visitors Bureau resulting in more promotion of EISE.	On-going	
Maintain and build on annual special events programs, including World War I weekend; World War II weekend; Eisenhower Seminar series; Eisenhower Academy program; Eisenhower Christmas program; Night with Ike educational program. Annually evaluate programs and enhance those successful programs and drop or change the least productive ones.	On-going	6,000 *
Develop a virtual tour of the site for WEB site that incorporates new themes.	2000	
Work with county and state on the Lincoln Highway Heritage Park program.	2000	
Develop Skeet Invitational into an annual event.	2000	5,000 (FNPG)
Develop new annual 1950's Retrospective weekend.	2000	2,500
Install oral history sound bites on WEB site.	2001	
Develop an interpretive strategy for rotating programs on special topics such as: civil rights, the cold war, and the space race; art and leisure activities.	2001	
Provide the resources for front line services and special events.	2002	45,000 *
Develop new annual 1940's Retrospective weekend.	2003	2,500
Develop a Seminar program on Eisenhower and the Ethnic communities of the country.	2005	2,500

* Recurring cost

Accessibility: Improve the physical access to the site. These actions will help resolve the deficiencies identified as bullet #2 under Issues and Influences on page 15 and meeting Mission Goal IIa.1 of the park's strategic plan and meet Interpretive Objective 1, page 20.

Action	When	Cost
Resolve issue relative to the visitor's ability to return to the site (after lunch, during fee validation period, etc.).	2000	
Make the Main House and site accessible by video.	2001	7,500
Provide trails that give visitors interpretive opportunities and access to areas which are not presently accessible.	2003	
Begin implementation of transportation study recommendations.	2005	

Visitor Orientation and Interpretation: Improve visitor orientation and provide high quality interpretation of significant events and issues in the life and times of Eisenhower. These actions will help resolve the deficiencies identified as bullet #3 under Issues and Influences on page 16 and meeting Mission Goal IIa. 1 and Mission Goal IIb.1 of the park's strategic plan and meet Interpretive Objectives 1 through 5, page 20.

Action	When	Cost
Coordinate training with Gettysburg staff (Rangers, EN and Volunteers) to improve their understanding and appreciation for the site and serve as advocates for site visits.	On-going	
Provide a plan with recommendations for the improvement of Eisenhower representation at the Gettysburg Visitor Center and facilitating better visitor orientation to the site prior to visitor arrival.	2000	
Upgrade the 4.5 minute Eisenhower/Gettysburg orientation video at the Gettysburg NMP visitor center.	2001	3,000
Have the House Guide revised to incorporate untold stories of the Moaneys.	2000	2,500

Coordinate revision of park brochure to include entire site and new interpretive themes.	2001	HFC
Work with Friends (FNPG) and Main Street Gettysburg on Eisenhower-related waysides that convey the story beyond the site.	2000	
Begin implementing recommendations from Historic Furnishings Plan for Farm 1. (Moaney's Room, Secret Service Office, etc.)	2000-2005	30,000
Secure funding for the design and production of way-sides recommended in the Wayside Exhibit Plan.	2002	35,000
Provide adequate curriculum-based fall and spring education programs designed around new site themes.	2002-future	65,000 *
Begin implementing recommendations from Historic Furnishings Plan for Farm 2.	2002	10,000
Have the House Guide translated into French, German, Spanish, and Chinese. (International Affairs will do this - does not include printing)	2002	I-Nat. Affairs
Coordinate development and production of audio tour for Main House and grounds.	2003	20,000
Produce a new orientation video to convey site themes and new scholarship.	2004	180,000
Have the orientation video translated into French, German, Spanish, and Chinese. (International Affairs will translate and provide the translator. Cost represents sound overlay on existing video.)	2005	I-Nat. Affaris + 3,000

Cooperating Association and Sales: Provide visitors with access to a diversity of scholarly, up-to-date interpretive and reference materials that are targeted for a diversity of audiences and cost ranges and meet all Interpretive Objectives, page 20.

Action	When	Cost
Improve the availability of low cost sales items for children, three-dimensional objects/reproductions, and new books reflecting latest research.	On-going	
Coordinate with Eastern National to develop a sale publication concerning Eisenhower's paintings.	2001	

* Recurring cost

PROGRAM DESCRIPTION

Review and update the association Scope of Sales.	2000	
Work with association to develop an on-line catalog.	2001	
Coordinate development of Park Handbook or similar publication.	2002	

Research Study and Planning Needs: Coordinate an aggressive research study and planning program that supports our understanding of the visitor and the resource, and results in the visitor having a more compelling interpretive experience and provide the background necessary to meet the Interpretive Objectives.

Action	When	Cost
Maintain existing oral history program and continue to identify sources for interviews.	On-going	
Research and acquire significant Eisenhower-related artifacts.	On-going	
Enter research material into ProCite library database program. Accession new reference material into library collection for public and staff use.	On-going	
Provide adequate staffing (volunteer or intern) to meet cataloging, research assistance, and library management needs.	2000	1,000 *
Participate in Gettysburg Visitor Center design and concept planning to provide for interim EISE needs.	2000	
Coordinate a Visitor Orientation and Interpretation Charette which will develop at least three alternatives to resolving problems concerning: visitor orientation; visitor access; interpretation of significant events and issues in the life of DDE that are not adequately or appropriately conveyed in the farm setting.	2001	10,000
Identify and conduct oral history interviews with all remaining employees of the Eisenhowers' farm and Secret Service staff.	2001	7,000
Coordinate the development for a comprehensive wayside exhibit plan for the site and local community.	2001	20,000
Coordinate Historic Furnishings Plan for Farm 2.	2000	20,000
Identify a strategy for funding and implementation of the desired alternative of visitor services charette.	2002	

* Recurring cost

Secure funding and coordinate transportation study identifying short and long-term solutions in conjunction with preferred alternative identified in Visitor Orientation and Interpretation Charette.	2003	
Coordinate Exhibit Plan for Farm 1 and Farm 2	2003	30,000
Identify alternatives and determine means of adding sound and smell (ambiance) to Main House experience.	2003	
Research ethnic issues of the 1950s, attitudes and opinions about the actions and decisions of Eisenhower.	2004	

INVENTORY OF PLANNING DOCUMENTS

Title	Location	Value
Scope of Collection Statement 1995	Curator's Office	Very Useful
Management Plan 1996	Curator's Office	Very Useful
Collection Storage Plan 1997	Curator's Office	Moderately Useful
Collection Conservation Survey 1999	Curator's Office When Done	In progress
Historic Furnishings Plan - Farm 1 1999	Curator's Office	Very Useful
General Management Plan 1987	Library	Moderately Useful needs revision
Statement for Management 1992	Library	Current and Useful
Interpretive Prospectus 1989	Library	Not Useful-out dated
Strategic Plan 1999	Site Manager's Office	Very Useful
Resource Management Plan 1996	Historian's Office	Very Useful
Listing of Classified Structures 1994	Historian's Office	Very Useful
Cultural Landscape Inventory - Level III 1998	Historian's Office	Very useful
Cultural Landscape Report 1999	Library When Done	In Progress

PARTNERSHIPS

Existing:

Friends of National Parks at Gettysburg - MOA

Dwight David Eisenhower Society - MOA

Eastern National Park and Monument Association - CA

Gettysburg Tours, Inc. - Concession Permit

Dwight D. Eisenhower Presidential Library - Letter of Cooperation

USS Dwight David Eisenhower - informal

Gettysburg College - informal

Mount Saint Mary's College - informal

Gettysburg Area School District - informal

The Eisenhower Family - informal

U.S. Army Military History Institute - informal

APPENDICES



APPENDIX A

Special Populations: Programmatic Accessibility Guidelines for Interpretive Media

National Park Service
Harpers Ferry Center

June 1999

Prepared by
Harpers Ferry Center
Accessibility Task Force

Contents
Statement of Purpose
Audiovisual Programs
Exhibits
Historic Furnishings
Publications
Wayside Exhibits

STATEMENT OF PURPOSE

This document is a guide for promoting full access to interpretive media to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to National Parks. Just as the needs and abilities of individuals cannot be reduced to simple statements, it is impossible to construct guidelines for interpretive media that can apply to every situation in the National Park System.

These guidelines define a high level of programmatic access which can be met in most situations. They articulate key areas of concern and note generally accepted solutions. Due to the diversity of park resources and the variety of interpretive situations, flexibility and versatility are important.

Each interpretive medium contributes to the total park program. All media have inherent strengths and weaknesses, and it is our intent to capitalize on their strengths and provide alternatives where they are deficient. It should also be understood that any interpretive medium is just one component of the overall park experience. In some instances, especially with regard to learning disabilities, personal services, that is one-on-one interaction, may be the most appropriate and versatile interpretive approach.

In the final analysis, interpretive design is subjective, and dependent on aesthetic considerations as well as the particular characteristics and resources available for a specific program. Success or failure should be evaluated by examining all interpretive offerings of a park. Due to the unique characteristics of each situation, parks should be evaluated on a case by case basis. Nonetheless, the goal is to fully comply with NPS policy:

"...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the quality of the park experience for everyone."

NPS Special Directive 83-3, Accessibility for Disabled Persons

AUDIOVISUAL PROGRAMS

Audiovisual programs include video programs, and audio and interactive programs. As a matter of policy, all audiovisual programs produced by the Harpers Ferry Center will include some method of captioning. The Approach used will vary according to the conditions of the installation area and the media format used, and will be selected in consultation with the parks and regions.

The captioning method will be identified as early as possible in the planning process and will be presented in an integrated setting where possible. To the extent possible, visitors will be offered a choice in viewing captioned or uncaptioned versions, but in situations where a choice is not possible or feasible, a captioned version of all programs will be made available. Park management will decide on the most appropriate operational approach for the particular site.

Guidelines Affecting Visitors with Mobility Impairments

1. The theater, auditorium, or viewing area should be accessible and free of architectural barriers, or alternative accommodations will be provided. UFAS 4.1.
2. Wheelchair locations will be provided according to ratios outlined in UFAS 4.1.2(18a).
3. Viewing heights and angles will be favorable for those in designated wheelchair locations.
4. In designing video or interactive components, control mechanisms will be placed in accessible location, usually between 9" and 48" from the ground and no more than 24" deep.

Guidelines Affecting Visitors with Visual Impairments

Simultaneous audio description will be considered for installations where the equipment can be properly installed and maintained.

Guidelines Affecting Visitors with Hearing Impairments

1. All audiovisual programs will be produced with appropriate captions.
2. Copies of scripts will be provided to the parks as a standard procedure.
3. Audio amplification and listening systems will be provided in accordance with UFAS 4.1.2(18b).

Guidelines Affecting Visitors with Learning Impairments

1. Unnecessarily complex and confusing concepts will be avoided.
2. Graphic elements will be chosen to communicate without reliance on the verbal component.
3. Narration will be concise and free of unnecessary jargon and technical information.

EXHIBITS

Numerous factors affect the design of exhibits, reflecting the unique circumstances of the specific space and the nature of the materials to be interpreted. It is clear that thoughtful, sensitive design can go a long way in producing exhibits that can be enjoyed by a broad range of people. Yet, due to the diversity of situations encountered, it is impossible to articulate guidelines that can be applied universally.

In some situations, the exhibit designer has little or no control over the space. Often exhibits are placed in areas ill suited for that purpose, they may incorporate large or unyielding specimens, may incorporate sensitive artifacts which require special environmental controls, and room decor or architectural features may dictate certain solutions. All in all, exhibit design is an art which defies simple description. However, one central concern is to communicate the message to the largest audience possible. Every reasonable effort will be made to eliminate any factors limiting communication through physical modification or by providing an alternate means of communication.

Guidelines Affecting Visitors with Mobility Impairments

Note: The Americans with Disabilities Act Accessibility Guidelines (ADAAG) is the standard followed by the National Park Service and is therefore the basis for the accessibility standards for exhibits, where applicable.

1. Height/position of labels: Body copy on vertical exhibit walls should be placed at between 36" and 60" from the floor.
2. Artifact Cases:
 - a. Maximum height of floor of artifact case display area shall be no higher than 30" from the floor of the room. This includes vitrines that are recessed into an exhibit wall.
 - b. Artifact labels should be placed so as to be visible to a person within a 43" to 51" eye level. This includes mounting labels within the case at an angle to maximize its visibility to all viewers.
3. Touchable Exhibits: Touchable exhibits positioned horizontally should be placed no higher than 30" from the floor. Also, if the exhibit is approachable only on one side, it should be no deeper than 31".
4. Railings/barriers: Railings around any horizontal model or exhibit element shall have a maximum height of 36" from the floor.
5. Information desks: Information desks and sales counters shall include a section made to accommodate both a visitor in a wheelchair and an employee in a wheelchair working on the other side. A section of the desk/counter shall have the following dimensions:
 - a. Height from the floor to the top: 28 to 34 inches. (ADAAG 4.32.4)
 - b. Minimum knee clearance space: 27" high, 30" wide and 19" deep of

clearance underneath the desk is the minimum space required under ADAAG 4.32.3, but a space 30" high, 36" wide and 24" deep is recommended.

c. Width of top surface of section: at least 36 inches. Additional space must be provided for any equipment such as a cash register.

d. Area underneath desk: Since both sides of the desk may have to accommodate a wheelchair, this area should be open all the way through to the other side. In addition, there should be no sharp or abrasive surfaces underneath the desk. The floor space behind the counter shall be free of obstructions.

6. Circulation Space:

a. Passageways through exhibits shall be at least 36" wide.

b. If an exhibit passageway reaches a dead-end, an area 60" by 78" should be provided at the end for turning around.

c. Objects projecting from walls with their leading edges between 27" and 80" above the floor shall protrude no more than 4" in passageways or aisles. Objects projecting from walls with their leading edges at or below 27" above the floor can protrude any amount.

d. Freestanding objects mounted on posts or pylons may overhang a maximum of 12" from 27" to 80" above the floor. (ADAAG 4.4.1)

e. Protruding objects shall not reduce the clear width of an accessible route to less than the minimum required amount. (ADAAG 4.4.1)

f. Passageways or other circulation spaces shall have a minimum clear head room of 80". For example, signage hanging from the ceiling must have at least 80" from the floor to the bottom edge of the sign. (ADAAG 4.4.2)

7. Floors:

a. Floors and ramps shall be stable, level, firm and slip-resistant.

b. Changes in level between 1/4" and 1/2" shall be beveled with a slope no greater than 1:2. Changes in level greater than 1/2" shall be accomplished by means of a ramp that complies with ADAAG 4.7 or 4.8. (ADAAG 4.5.2)

c. Carpet in exhibit areas shall comply with ADAAG 4.5.3 for pile height, texture, pad thickness, and trim.

8. Seating - Interactive Stations/Work Areas: The minimum knee space underneath a work desk is 27" high, 30" wide and 19" deep, with a clear floor space of at least 30" by 30" in front. The top of the desk or work surface shall be between 28" and 34" from the floor. (ADAAG 4.32, Fig.45)

Guidelines Affecting Visitors with Visual Impairments

1. Tactile models and other touchable exhibit items should be used whenever possible. Examples of touchable exhibit elements include relief maps, scale models, raised images of simple graphics, reproduction objects, and replaceable objects (such as natural history or geological specimens, cultural history items, etc.).
2. Typography - Readability of exhibit labels by visitors with various degrees of visual impairment shall be maximized by using the following guidelines:
 - a. Type size - No type in the exhibit shall be smaller than 24 point.
 - b. Typeface - The most readable typefaces should be used whenever possible, particularly for body copy. They are: Times Roman, Palatino, Century, Helvetica and Universe.
 - c. Styles, Spacing - Text set in both caps and lower case is easier to read than all caps. Choose letter spacing and word spacing for maximum readability. Avoid too much italic type.
 - d. Line Length - Limit the line length for body copy to no more than 45 to 50 characters per line.
 - e. Amount of Text - Each unit of body copy should have a maximum of 45-60 words.
 - f. Margins - Flush left, ragged right margins are easiest to read.
3. Color:
 - a. Type/Background Contrast - Percentage of contrast between the type and the background should be a minimum of 70% .
 - b. Red/Green - Do not use red on green or green on red as the type/background color combination.
 - c. Do not place body copy on top of graphic images that impair readability.
4. Samples: During the design process, it is recommended that samples be made for review of all size, typeface and color combinations for labels in that exhibit.
5. Exhibit Lighting:
 - a. All labels shall receive sufficient, even light for good readability. Exhibit text in areas where light levels have been reduced for conservation purposes should have a minimum of 10 footcandles of illumination.
 - b. Harsh reflections and glare should be avoided.
 - c. The lighting system shall be flexible enough to allow adjustments on-site.

d. Transitions between the floor and walls, columns or other structures should be made clearly visible. Finishes for vertical surfaces should contrast clearly with the floor finish. Floor circulation routes should have a minimum of 10 footcandles of illumination.

6. Signage: When permanent building signage is required as a part of an exhibit project, the ADAAG guidelines shall be consulted. Signs, which designate permanent rooms and spaces, shall comply with ADAAG 4.30.1, 4.30.4, 4.30.5, and 4.30.6. Other signs, which provide direction to or information about functional spaces of the building, shall comply with ADAAG 4.30.1, 4.30.2, 4.30.3, and 4.30.5. Note: When the International Symbol of Accessibility (wheelchair symbol) is used, the word "Handicapped" shall not be used beneath the symbol. Instead, use the word "Accessible".

Guidelines Affecting Visitors with Hearing Impairments

1. Information presented via audio formats will be duplicated in a visual medium, such as in the exhibit label copy or by captioning. All video programs incorporated into the exhibit, which contain audio, shall be open captioned.
2. Amplification systems and volume controls should be incorporated with audio equipment used individually by the visitor, such as audio handsets.
3. Information desks shall allow for Telecommunication Devices for the Deaf (TDD) equipment.

Guidelines Affecting Visitors with Learning Impairments

1. The exhibits will present the main interpretive themes on a variety of levels of complexity, so people with varying abilities and interests can understand them.
2. The exhibits should avoid unnecessarily complex and confusing topics, technical terms, and unfamiliar expressions. Pronunciation aids should be provided where appropriate.
3. Graphic elements shall be used to communicate non-verbally.
4. The exhibits shall be a multi-sensory experience. Techniques to maximize the number of senses used in the exhibits should be encouraged.
5. Exhibit design shall use color and other creative approaches to facilitate comprehension of maps by visitors with directional impairments.

HISTORIC FURNISHINGS

Historically refurnished rooms offer the public a unique interpretive experience by placing visitors within historic spaces. Surrounded by historic artifacts visitors can feel the spaces "come alive" and relate more directly to the historic events or personalities commemorated by the park.

Accessibility is problematical in many NPS furnished sites because of the very

nature of historic architecture. Buildings were erected with a functional point of view that is many times at odds with our modern views of accessibility.

The approach used to convey the experience of historically furnished spaces will vary from site to site. The goals, however, will remain the same, to give the public as rich an interpretive experience as possible given the nature of the structure.

Guidelines Affecting Visitors with Mobility Impairments

1. The exhibit space should be free of architectural barriers or a method of alternate accommodation should be provided, such as slide programs, videotaped tours, visual aids, dioramas, etc.
2. All pathways, aisles, and clearances shall (when possible) meet standards set forth in UFAS 4.3 to provide adequate clearance for wheelchair routes.
3. Ramps shall be as gradual as possible and not exceed a 1" rise in 12" run, and conform to UFAS 4.8.
4. Railings and room barriers will be constructed in such a way as to provide unobstructed viewing by persons in wheelchairs.
5. In the planning and design process, furnishing inaccessible areas, such as upper floors of historic buildings, will be discouraged unless essential for interpretation.
6. Lighting will be designed to reduce glare or reflections when viewed from a wheelchair.
7. Alternative methods of interpretation, such as audiovisual programs, audio description, photo albums, and personal services will be used in areas which present difficulty for visitors with physical impairments.

Guidelines Affecting Visitors with Visual Impairments

1. Exhibit typefaces will be selected for readability and legibility, and conform to good industry practice.
2. Audio description will be used to describe furnished rooms, where appropriate.
3. Windows will be treated with film to provide balanced light levels and minimize glare.
4. Where appropriate, visitor-controlled rheostat-type lighting will be provided to augment general room lighting.
5. Where appropriate and when proper clearance has been approved, surplus artifacts or reproductions will be utilized as "hands-on" tactile interpretive devices.

Guidelines Affecting Visitors with Hearing Impairments

1. Information about room interiors will be presented in a visual medium such as exhibit copy, text, pamphlets, etc.

2. Captions will be provided for all AV programs relating to historic furnishings.

Guidelines Affecting the Visitors with Learning Impairments

1. Where appropriate, hands-on participatory elements geared to the level of visitor capabilities will be used.
2. Living history activities and demonstrations, which utilize the physical space as a method of providing multi-sensory experiences, will be encouraged.

PUBLICATIONS

A variety of publications are offered to visitors, ranging from park folders, which provide an overview and orientation to a park, to more comprehensive handbooks. Each park folder should give a brief description of services available to visitors with disabilities, list significant barriers, and note the existence of TDD phone numbers, if available.

In addition, informal site bulletins are often produced to provide more specialized information about a specific site or topic. It is recommended that each park produce an easily updatable "Accessibility Site Bulletin" which could include detailed information about the specific programs, services, and opportunities available for visitors with disabilities and to describe barriers which are present in the park. A template for this site bulletin will be on the Division of Publications website for parks to create with ease, a consistent look throughout the park service. These bulletins should be in large type, 16 points minimum and follow the large-print criteria below.

Guidelines Affecting Visitors with Mobility Impairments

1. Park folders, site bulletins, and sales literature will be distributed from accessible locations and heights.
2. Park folders and Accessibility Site Bulletins should endeavor to carry information on the accessibility of buildings, trails, and programs by visitors with disabilities.

Guidelines Affecting Visitors with Visual Impairments

1. Publications for the general public:
 - a. Text
 - (1) Size: the largest type size appropriate for the format.
(preferred main body of text should be 10pt)
 - (2) Leading should be at least 20% greater than the font size used.
 - (3) Proportional letterspacing
 - (4) Main body of text set in caps and lower case.
 - (5) Margins are flush left and ragged right

- (6) Little or no hyphenation is used at ends of lines.
 - (7) Ink coverage is dense
 - (8) Underlining does not connect with the letters being underlined.
 - (9) Contrast of typeface and illustrations to background is high (70% contrast is recommended)
 - (10) Photographs have a wide range of gray scale variation.
 - (11) Line drawings or floor plans are clear and bold, with limited detail and minimum 8 pt type.
 - (12) No extreme extended or compressed typefaces are used for main text.
 - (13) Reversal type should be minimum of 11 point medium or bold sans serif type.
- b. The paper:
- (1) Surface preferred is a matte finish. Dull-coated stock is acceptable.
 - (2) Has sufficient weight to avoid "show-through" on pages printed on both sides.
2. Large-print version publications:
- a. Text
- (1) Size: minimum 16 point type.
 - (2) Leading is 16 on 20pt.
 - (3) Proportional letterspacing
 - (4) Main body of text set in caps and lower case.
 - (5) Margins are flush left and ragged right.
 - (6) Little or no hyphenation is used at ends of lines.
 - (7) Ink coverage is dense.
 - (8) Underlining does not connect with the letters being underlined.
 - (9) Contrast of typeface and illustrations to background is high (70% contrast is recommended)
 - (10) Photographs have a wide range of gray scale variation.
 - (11) Line drawings or floor plans are clear and bold, with limited detail and minimum 14 pt type.
 - (12) No extreme extended or compressed typefaces are used for main text.
 - (13) Sans-serif or simple-serif typeface

- (14) No oblique or italic typefaces
 - (15) Maximum of 50 characters (average) per line.
 - (16) No type is printed over other designs.
 - (17) Document has a flexible binding, preferably one that allows the publication to lie flat.
 - (18) Gutter margins are a minimum of 22mm; outside margin smaller but not less than 13mm.
- b. Paper:
- (1) Surface is off-white or natural with matte finish.
 - (2) Has sufficient weight to avoid "show-through" on pages printed on both sides.
3. Maps:
- a. The less clutter the map, the more visitors that can use it.
 - b. The ultimate is one map that is large-print and tactile.
 - c. Raised line/tactile maps are something that could be developed in future, using our present digital files and a thermaform machine. Lines are distinguished by lineweight, color and height. Areas are distinguished by color, height, and texture.
 - d. The digital maps are on an accessible web site.
 - e. Same paper guides as above.
 - f. Contrast of typeface background is high. (70% contrast is recommended)
 - g. Proportional letterspacing
 - h. Labels set in caps and lower case
 - i. Map notes are flush left and ragged right.
 - j. Little or no hyphenation is used as ends of lines.
 - k. No extreme extended or compressed typefaces are used for main text.
 - l. Sans-serif or simple-serif typeface.
4. The text contained in the park folder should also be available on audio-cassette, CD and accessible web site. Handbooks, accessibility guides, and other publications should be similarly recorded where possible.
5. The official park publication is available in a word processing format. This could be translated into Braille as needed.

Guidelines Affecting Visitors with Hearing Impairments

Park site bulletins will note the availability of such special services as sign language interpretation and captioned programs.

Guidelines Affecting Visitors with Learning Impairments

1. The park site bulletin should list any special services available to these visitors.
2. Publications:
 - a. Use language that appropriately describes persons with disabilities.
 - b. Topics will be specific and of general interest. Unnecessary complexity will be avoided.
 - c. Whenever possible, easy to understand graphics will be used to convey ideas, rather than text alone.
 - d. Unfamiliar expressions, technical terms, and jargon will be avoided. Pronunciation aids and definitions will be provided where needed.
 - e. Text will be concise and free of long paragraphs and wordy language.

WAYSIDE EXHIBITS

Wayside exhibits, which include outdoor interpretive exhibits and signs, orientation shelter exhibits, trailhead exhibits, and bulletin boards, offer special advantages to visitors with disabilities. The liberal use of photographs, artwork, diagrams, and maps, combined with highly readable type, make wayside exhibits an excellent medium for visitors with hearing and learning impairments. For visitors with sight impairments, waysides offer large type and high legibility.

Although a limited number of NPS wayside exhibits will always be inaccessible to visitors with mobility impairments, the great majority are placed at accessible pullouts, viewpoints, parking areas, and trailheads.

The NPS accessibility guidelines for wayside exhibits help insure a standard of quality that will be appreciated by all visitors. Nearly everyone benefits from high quality graphics, readable type, comfortable base designs, accessible locations, hard-surfaced exhibit pads, and well-landscaped exhibit sites.

While waysides are valuable on-site "interpreters," it should be remembered that the park resources themselves are the primary things visitors come to experience. Good waysides focus attention on the features they interpret, and not on themselves. A wayside exhibit is only one of the many interpretive tools which visitors can use to enhance their appreciation of a park.

Guidelines Affecting Visitors with Mobility Impairments

1. Wayside exhibits will be installed at accessible locations whenever possible.
2. Wayside exhibits will be installed at heights and angles favorable for viewing by most visitors including those in wheelchairs. For standard NPS low-profile units the recommended height is 30 inches from the bottom edge of the exhibit panel to the finished grade; for vertical exhibits the

height of 6-28 inches.

3. Trailhead exhibits will include information on trail conditions which affect accessibility.
4. Wayside exhibit sites will have level, hard surfaced exhibit pads.
5. Exhibit sites will offer clear, unrestricted views of park features described in exhibits.

Guidelines Affecting Visitors with Visual Impairments

1. Exhibit type will be as legible and readable as possible.
2. Panel colors will be selected to reduce eyestrain and glare, and to provide excellent readability under field conditions. White should not be used as a background color.
3. Selected wayside exhibits may incorporate audio stations or tactile elements such as models, texture blocks, and relief maps.
4. For all major features interpreted by wayside exhibits, the park should offer non-visual interpretation covering the same subject matter. Examples include cassette tape tours, radio messages, and ranger talks.
5. Appropriate tactile cues should be provided to help visually impaired visitors locate exhibits.

Guidelines Affecting Visitors with Hearing Impairments

1. Wayside exhibits will communicate visually, and will rely heavily on graphics to interpret park resources.
2. Essential information included in audio station messages will be duplicated in written form, either as part of the exhibit text or with printed material.

Guidelines Affecting Visitors with Learning Impairments

1. Topics for wayside exhibits will be specific and of general interest. Unnecessary complexity will be avoided.
2. Whenever possible, easy to understand graphics will be used to convey ideas, rather than text alone.
3. Unfamiliar expressions, technical terms, and jargon will be avoided. Pronunciation aids and definitions will be provided where needed.
4. Text will be concise and free of long paragraphs and wordy language.

APPENDIX B

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Eisenhower National Historic Site

APPENDIX C

LONG RANGE INTERPRETIVE PLAN PLANNING TEAM MAY 1999

Albert Atkinson	Chair Eisenhower Committee, Friends of the National Parks at Gettysburg
Dr. Michael J. Birkner	Chair History Department, Gettysburg College
Michael R. Florer	Curator, Eisenhower National Historic Site
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James C. Roach	Site Manager, Eisenhower National Historic Site
Tom Tankersley	Former Interpretive Planner, Harpers Ferry Center (Team Captain)
John A. D. Tarbet	Park Ranger, Eisenhower National Historic Site

Consultants:

Bruce Craig	Chief Resource Management, Gettysburg NMP /Eisenhower NHS
Richard Dodds	Seasonal Park Ranger, Eisenhower National Historic Site
Jeffrey Evans	Seasonal Park Ranger, Eisenhower National Historic Site
D. Scott Hartwig	Supervisory Historian, Gettysburg National Military Park
Winona Peterson	Historian, Gettysburg National Military Park
Barbara D. Sanders	Education Specialist, Gettysburg National Military Park

APPENDIX D

Eisenhower NHS 1999 Visitor Survey Card Data Report



Introduction

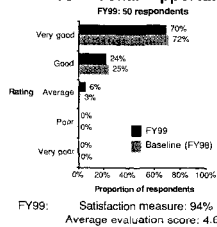
To assist the National Park Service in complying with the Government Performance and Results Act (GPRA), a visitor survey was conducted in units of the National Park System in FY99. The survey was developed to measure each park unit's performance related to NPS GPRA Goals IIa1 (visitor satisfaction) and IIb1 (visitor understanding and appreciation).

The results of the Visitor Survey Card (VSC) survey conducted at this park are summarized in this data report. A description of the research methods and limitations is on the back page.

Below (left) is a graph summarizing visitor opinions of the "overall quality of facilities, services, and recreational opportunities." This graph compares FY99 data (shown in black) with FY98 data (shown in gray). The satisfaction measure below this graph is a combined percentage of "good" and "very good" responses. This is the primary performance measure for Goal IIa1. (The satisfaction measure may not equal the sum of "very good" and "good" percentages due to rounding.)

Below (right) is the FY99 GPRA reporting measure for Goal IIa1. The percentage included in the box should be used for reporting GPRA Goal IIa1 performance. The response rate for this park survey was 20%.

Overall quality of facilities, services & recreational opportunities

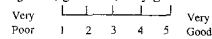


Understanding the Results

Inside this report are graphs that illustrate the survey results. The report contains three categories of data—park facilities, visitor services, and recreational opportunities. Within these categories are graphs for each indicator evaluated by park visitors. For example, the park facilities category includes indicators such as visitor center, exhibits, restrooms, and so forth. In addition, responses for indicators within each category are averaged into a combined graph for the category (e.g., combined park facilities). The combined graphs for each category compare FY99 data with FY98 data.

Each graph includes the following information:

- the number of visitor responses for the indicator;
- the percentage of responses which were "very good," "good," "average," "poor," and "very poor;"
- a satisfaction measure that combines the percentage of total responses which were "very good" or "good;" and
- an average evaluation score (mean score) based on the following values: very poor = 1, poor = 2, average = 3, good = 4, very good = 5.



The higher the average evaluation score, the more positive the visitor response.

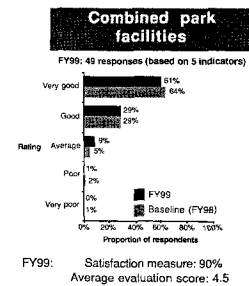
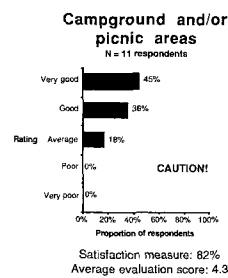
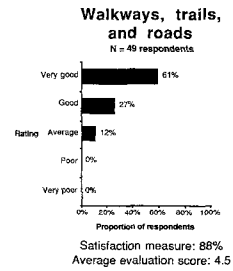
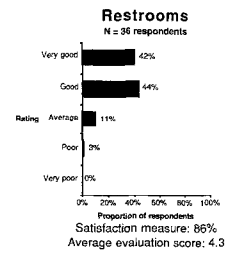
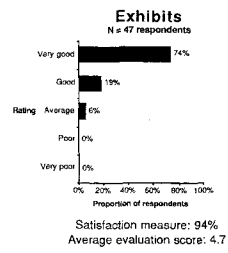
FY99 GPRA Reporting Measure for Goal IIa1

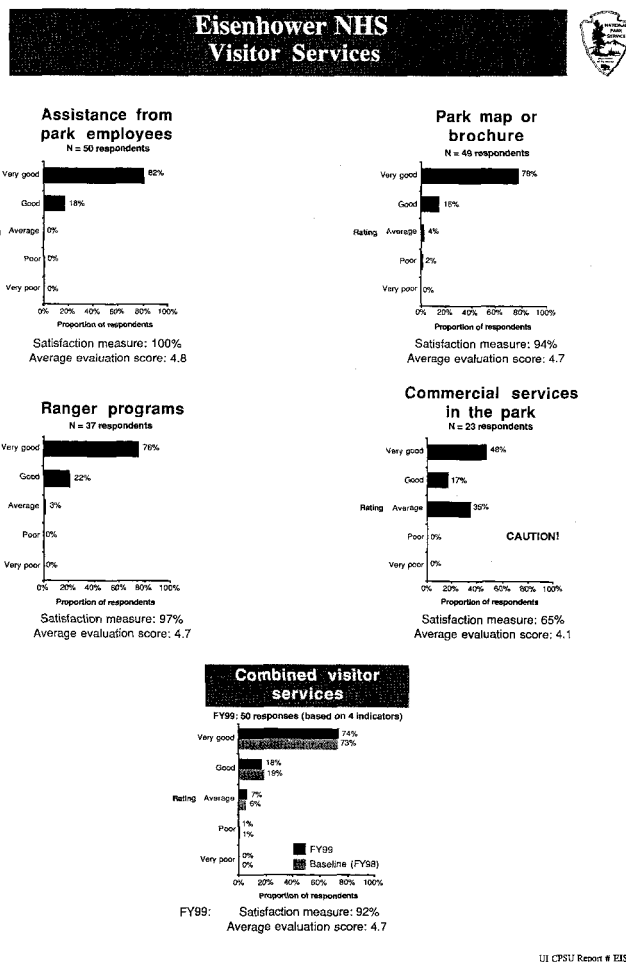
Percentage of park visitors satisfied overall with appropriate facilities, services, and recreational opportunities:

94%



Eisenhower NHS Park Facilities



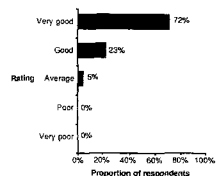




Eisenhower NHS Recreational Opportunities

Learning about nature, history, or culture

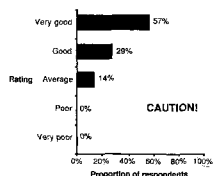
N = 39 respondents



Satisfaction measure: 95%
Average evaluation score: 4.7

Outdoor recreation

N = 7 respondents

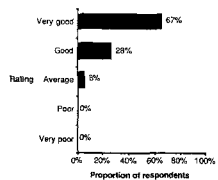


CAUTION!

Satisfaction measure: 86%
Average evaluation score: 4.4

Sightseeing

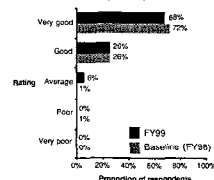
N = 38 respondents



Satisfaction measure: 94%
Average evaluation score: 4.6

Combined recreational opportunities

FY99: 98 respondents (based on 3 indicators)



FY99: Satisfaction measure: 94%
Average evaluation score: 4.6

Research Methods

Survey cards were distributed to a random sample of visitors in this park during the period May 1-31, 1999. The data reflect visitor opinions about this NPS unit's facilities, services, and recreational opportunities during the survey period. Visitors at selected locations representative of the general visitor population were sampled. The results do not necessarily apply to visitors during other times of the year, or park visitors who did not visit the survey locations.

Returned cards were electronically scanned and the data analyzed. Frequency distributions were calculated for each indicator and category. All percentage calculations were rounded to the nearest percent. The survey response rate is

described on the first page of this report. The sample size ("N") varies from figure to figure, depending on the number of responses.

Caution is advised when interpreting any data with a sample size of less than 30. In such cases, the word "CAUTION!" is included in the graph. This report excludes any indicator with less than 5 responses.

For most indicators, the survey data are expected to be accurate within $\pm 6\%$ with 95% confidence. This means that if different samples had been drawn, the results would have been similar ($\pm 6\%$) 95 out of 100 times.

For more information about the VSC contact the VSC Project Coordinator at the University of Idaho Cooperative Park Studies Unit (208) 885-7054

Report # EISE599

APPENDIX E

JUNIOR SECRET SERVICE PROGRAM

Children visiting the site have the opportunity to discover what it was like being a Secret Service Agent on the Eisenhower White House detail by doing the activities in the Junior Secret Service Training Manual. The manual is provided free to children ages 7 - 12 that visit the site with their family. Activities are self-guided. Those who complete their training manuals are awarded a Secret Service badge and certificate. Activities in the manual include:

- Using binoculars to locate suspicious objects.
- Reporting to the Agent-in-Charge on the radio using code names and correct procedures.
- Questioning suspicious individuals.
- Locating Secret Service security equipment.
- Taking an aptitude test.
- Tracing the route followed by agents each time the President gave a tour of the farm operation to world leaders.

The entire family becomes involved in the activity, and through the several steps involved in becoming a Junior Secret Service Agent, learn about President Eisenhower's use of the Farm and the role of the Secret Service.
